

Registered number: 00153658

**Jardine Automotive Limited
(Formerly Lancaster Motor Company Limited)
Report and Financial Statements**

31 DECEMBER 2020

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Jardine Automotive Limited
(Formerly Lancaster Motor Company Limited)
Report and Financial Statements

COMPANY INFORMATION

DIRECTORS	D N Williamson D J Muir
COMPANY SECRETARY	M Finch
REGISTERED NUMBER	00153658
REGISTERED OFFICE	770 The Crescent Colchester Business Park Colchester CO4 9YQ
BANKERS	HSBC Bank plc Midland House 26 North Station Road Colchester CO1 1SY
SOLICITORS	Eversheds Sutherland LLP Kett House Station Road Cambridge CB1 2JY

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**Jardine Automotive Limited
(Formerly Lancaster Motor Company Limited)
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**STRATEGIC REPORT
FOR THE YEAR ENDED 31 DECEMBER 2020**

The directors present their Strategic report for Jardine Automotive Limited (the 'company') for the year ended 31 December 2020.

Principal activity

The company's principal activity is the retail distribution of new and used motor vehicles and related activities in the motor trade. During the year, the company operated Jaguar, Land Rover, Volkswagen, Toyota, Lexus, Ferrari, Aston Martin, Harley-Davidson and BMW & MINI dealerships.

Business review

As part of the wider group's mission, the company aims to be part of the best motor retail group in the UK by delivering an unparalleled level of customer service. It aims to achieve this by retaining existing and adding new customers, improving its operational effectiveness and growing sales volumes profitably whilst investing in the development and retention of its employees.

2020 proved to be an extraordinary and unprecedented year for all sectors of the UK and World economies with the outbreak of the COVID-19 pandemic. The impact on the motor retail sector has been very significant with extended periods of enforced closures, supply issues and the hugely detrimental impact incurred on consumer confidence and general economic activity.

The directors reacted swiftly and decisively to the outbreak in order to mitigate the risks posed to the business, its colleagues and customers alike. At all times the health and safety of colleagues and customers was the priority but at the same time the directors also acted to safeguard the company.

The key actions taken by the directors to mitigate both the impact of the pandemic and the associated lockdown measures introduced by the UK Government were as follows:

- A full review of all costs within the head office and dealership functions was undertaken resulting in significant on-going cost reductions and re-structuring.
- Utilising Government support where available including the Coronavirus Job Retention Scheme, accessing the business rates holidays available to showrooms, deferral of VAT payments for the February and May quarter ends to 2021 under the VAT deferral scheme and agreed payment plans with HMRC under the 'Time To Pay' scheme to defer payment of PAYE and NI.
- Agreed pay sacrifices of 25%, 20% and 10% for certain employees for the months of April, May and June with the executive directors also taking pay sacrifices for July, August and September.
- Actions taken to reduce working capital levels mainly through tighter vehicle stock limits.
- Actions taken to reduce capital expenditure where the costs could either be deferred or removed subject to not having a detrimental impact on customer experience or health and safety (including coronavirus measures).
- The wider group remains well funded with strong access to both bank facilities and vehicle stocking lines.

Whilst the impact of the pandemic has been extremely detrimental to the company (continuing turnover fell 31.9% from 2019), the actions taken by the directors as above together with the continuing rationalisation of the company's portfolio of brands has aided to restrict the level of losses incurred in 2020.

The parent company has also continued to support the company with a fresh capital injection (£14m) during the year and is committed to making funds available as the company continues to re-structure and grow with its core brands.

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**STRATEGIC REPORT
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Business review (continued)

Despite the interruption caused by the pandemic the company continued its strategy of working with its core brand partners and exiting those considered as non-core. The following actions were taken during the year;

- On 31 January 2020, the company closed a trade parts centre and used car centre both operating from shared premises in Erdington.
- On 10 July 2020, the company completed the sale of the trade and assets of its remaining Volkswagen dealership in Aylesbury.
- On 30 September 2020, the company closed its only Harley-Davidson dealership in Thurrock, Essex.
- On 20 November 2020, the company sold the trade and assets of its only Lexus dealership in Newcastle-Upon-Tyne.

The company remains committed to its investment in digital solutions to provide customers with a seamless online/offline experience.

Against the background of the on-going pandemic, the company's results to date in 2021 have exceeded expectations and internal budgets. The directors are confident that with all the actions taken before, during and after the pandemic, the company will return to profitability in 2021.

Future developments

During 2021, the company exited from its remaining Toyota dealerships in Sunderland and Durham as part of its on-going strategy to operate with just its core brand partners.

The company is now set to grow with its remaining core brands and to return to profitability. The company will continue to invest in these franchises in order to meet the aspirations of its franchise partners.

The company monitors external factors that could have an impact on the business both in the immediate and long-term future and makes decisions bearing in mind all potential impacts of, but not limited to, environmental concerns and COVID-19.

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**STRATEGIC REPORT
FOR THE YEAR ENDED 31 DECEMBER 2020**

Key performance indicators (KPIs) and principal risks and uncertainties

The company measures performance of each dealership throughout the year against certain pre-determined KPIs including return on sales and investment, as well as operating metrics based on sales volumes and profit margins.

The company's principal financial KPIs during the year were:

	2020	2019
Return on sales % (continuing operations) - 2019: restated - see note 3	(1.9)	(0.1)
Gross profit % (continuing operations) - 2019: restated - see note 3	6.1	5.1
Operating (loss)/profit £'000 (continuing operations)	(9,906)	1,046
New car sales units (100%)	8,026	17,858
Used retail car sales units (100%)	7,861	28,146

The directors manage the group's risks and those of its fellow subsidiaries at a group level. For these reasons the company's directors do not believe that a discussion of the principal risks facing the company is appropriate for an understanding of its development. The principal business risks it faces are discussed in the Directors' report of Jardine Motors Group UK Limited's annual report, which does not form part of this report.

**Jardine Automotive Limited
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**STRATEGIC REPORT
FOR THE YEAR ENDED 31 DECEMBER 2020**

Section 172 statement

The directors are fully aware of their responsibilities to promote the success of the company in accordance with section 172 of the Companies Act 2006.

During the financial year the directors have acted in a manner that they believe has the best interests of the company, and all its stakeholders, as the main driving force behind all decisions taken. This includes the interests of the company's employees, shareholders, customers, suppliers and business partners and also the wider community and the environment. The company's reputation is core when making decisions. Acting in good faith and fairly between stakeholders, the directors, at all times, consider what is most likely to promote the success of the company for its stakeholders in the long term.

Employees

The company aims to be a responsible and fair employer treating all colleagues equally and with respect and to provide fair remuneration and benefits. Health and safety of all our colleagues is of the highest priority and the directors continually invest to ensure the highest of standards are maintained throughout the businesses.

Shareholders

The directors work very closely with the wider group's shareholders, informing them of key business initiatives and investments throughout the year and through regular monthly financial updates. All actions of the directors are taken with the long-term benefit of the shareholders in mind.

Customers

The satisfaction and welfare of our customers is paramount to the company culture that the directors instil throughout the business. Continuous training and communication of, and to, our colleagues aims to ensure the highest possible level of customer satisfaction and engagement is made with every single customer interaction.

Suppliers and business partners

Regular meetings are held with our manufacturer partners to ensure the company adheres to brand requirements. The company monitors its suppliers to ensure that all relevant regulations are met within their own manufacturing and employment frameworks.

Wider community and environment

The directors are aware of the impact of the company's operations within the local community and on the environment and consider these factors when taking decisions and making investments.

This report was approved by the board on 23 September 2021 and signed on its behalf.

DocuSigned by:

32957D48E27F468
D Muir
Company Director

**Jardine Automotive Limited
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**DIRECTORS' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2020**

The directors present their Annual Report and the financial statements for the company for the year ended 31 December 2020.

Change of name

On 16th December 2020, the company changed its name from Lancaster Motor Company Limited to Jardine Automotive Limited.

Principal activity

The principal activity of the business is discussed in the Strategic report on page 1.

Business review and future developments

The review of the business and future developments are discussed in the Strategic report on pages 1 and 2.

Principal risks and uncertainties

The principal risks and uncertainties facing the company will be discussed in the Strategic report on page 3.

Post balance sheet events

Since the year-end, the wider group has continued to operate under the UK Government regulations covering the on-going COVID-19 pandemic. On 6 January 2021, the UK entered its third national lockdown. The wider group was unable to open its showrooms during the lockdown and re-opened on 12 April 2021, in line with the Government's roadmap. During this period the wider group was able to continue trading through its on-line sales channels and also continued to service customers through its aftersales operations.

The wider group remains committed to ensuring the highest levels of COVID-19 safe dealerships for both its colleagues and customers with rigid rules and regulations in place at all its dealerships.

As a result of the wider group's resolute response to the COVID-19 pandemic and the re-structure during 2020, continued investment in digital sales platforms and appropriate utilisation of available Government support the wider group was able to return to profitability in the first half of 2021 and remains confident of meeting its own internal budgets for the year.

On 30th July 2021, the company sold the trade and assets of its remaining Toyota dealerships in Sunderland and Durham to Decidebloom Limited for net goodwill of £1.5m.

**Jardine Automotive Limited
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**DIRECTORS' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2020**

Financial risk management

The company is part of the Jardine Motors Group UK Limited group of companies (referred to as 'group'). The directors manage the company's risks and those of its fellow subsidiaries on a group basis.

a) Funding and liquidity risk

The group's policy is to ensure that the funding requirements forecast by the group can be met within available bank and manufacturer funding facilities.

b) Interest rate risk

The group's interest rate practice is to manage the risk of interest rate fluctuations on the cash flows payable on the group's debt and manufacturer funding facilities.

c) Credit risk

An external credit risk company is used to check the credit ratings of corporate customers and limit the group's exposure to credit risk. Credit ratings are updated both throughout the year and also upon credit alerts received from the credit risk company.

Corporate governance

The measures taken to ensure a strong framework of corporate governance are fully disclosed in the Directors' report of Jardine Motors Group UK Limited.

Results and dividends

The results for the year are set out in the profit and loss account on page 9.

The directors do not recommend the payment of a final dividend (2019 - £nil).

Directors

The directors of the company who were in office during the year and up to the date of signing the financial statements were:

D N Williamson
D J Muir

Qualifying third party indemnity provisions

No qualifying third party indemnity provision was in force during the financial year ended 31 December 2020 or at the date of this report.

**Jardine Automotive Limited
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**DIRECTORS' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2020**

Going concern

The directors have adopted the going concern basis in preparing these financial statements after assessing the company's principal risks including those arising from COVID-19.

The wider group meets its day-to-day working capital requirements through a mixture of its banking facilities and manufacturer stock funding lines. The directors have assessed the wider group's ability to continue trading for the twelve months following the approval of these financial statements by preparing detailed cash flow and profit forecasts, including considering a "severe but plausible" downside scenario.

The key assumptions made in those projections are as follows:

- Following the successful roll out of the COVID-19 vaccine programme the UK economic recovery continues throughout 2021 and there are no further lockdowns post the UK Government's roadmap.
- The UK new car market continues to recover to pre-COVID-19 activity.
- The wider group does not renew the bank loans expiring in 2021 and 2022.
- The wider group continues to have access to funding provided by finance companies associated with brand partners to finance some of its used and demonstrator stocks.

Taking into account the modelling and the availability of funding the directors confirm that the wider group has adequate resources and sufficient facilities to meet funding requirements over the next twelve months and the wider group therefore continues to adopt the going concern basis in preparing its financial statements.

The company has net current liabilities of £33,134,000. The financial statements of the company have been prepared on a going concern basis as the intermediate parent company, Jardine Motors Group UK Limited, has indicated that it will provide financial support for a period of at least twelve months from the date of signing of the financial statements to enable the company to meet its liabilities as they fall due.

Employees and equal opportunities

The company is committed to an active equal opportunities policy from recruitment and selection, through training and development, appraisal and promotion to retirement.

It is the company's policy to promote an environment free from discrimination, harassment and victimisation, where everyone will receive equal treatment regardless of age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion or belief, sex and sexual orientation. All decisions relating to employment practices are objective, free from bias and based solely upon work criteria and individual merit.

Applications for employment by disabled persons are always fully considered, bearing in mind the respective aptitudes and abilities of the applicant concerned. In the event of members of staff becoming disabled, every effort is made to ensure that their employment with the company continues and that appropriate training is arranged. It is the policy of the company that the training, career development and promotion opportunities of a disabled person should, as far as possible, be identical to that of a person who does not suffer from a disability.

Consultation with employees or their representatives has continued at all levels, with the aim of ensuring that their views are taken into account when decisions are made that are likely to affect their interests and that all employees are aware of the financial and economic performance of their business units and of the company as a whole. Communication with all employees continues through internal newsletters, briefing groups and various electronic communications.

Political donations

During the year, the company made no political contributions (2019: £nil).

**Jardine Automotive Limited
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**DIRECTORS' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2020**

Streamlined Energy & Carbon Reporting (SECR)

Full reporting of SECR covering Jardine Automotive Limited is included in the Directors' report of Jardine Motors Group UK Limited.

Statement of directors' responsibilities in respect of the financial statements

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law).

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period.

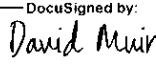
In preparing the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that they comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report was approved by the board on 23 September 2021 and signed on its behalf.

DocuSigned by:

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D Muir
Company secretary

Jardine Automotive Limited
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PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDED 31 DECEMBER 2020

		Continuing operations 2020 £000	Discontin'd operations 2020 £000	Total 2020 £000	<i>Restated continuing operations 2019 £000</i>	<i>Restated discontin'd operations 2019 £000</i>	<i>Restated Total 2019 £000</i>
	Note						
Turnover	5	506,492	21,525	528,017	744,120	289,532	1,033,652
Cost of sales		(475,754)	(20,485)	(496,239)	(705,861)	(252,510)	(958,371)
Gross profit		30,738	1,040	31,778	38,259	37,022	75,281
Selling and distribution costs		(29,549)	(1,492)	(31,041)	(29,406)	(26,913)	(56,319)
Administrative expenses		(16,223)	(626)	(16,849)	(7,807)	(13,691)	(21,498)
Other operating income	6	5,128	-	5,128	-	-	-
Operating (loss)/profit	6	(9,906)	(1,078)	(10,984)	1,046	(3,582)	(2,536)
Exceptional items	7	(2,623)	-	(2,623)	-	(6,067)	(6,067)
Income from investments	10	3,100	-	3,100	-	-	-
Interest receivable and similar income	11	470	-	470	395	-	395
Interest payable and similar charges	12	(688)	(70)	(758)	(1,068)	(706)	(1,774)
(Loss)/profit before taxation		(9,647)	(1,148)	(10,795)	373	(10,355)	(9,982)
Taxation on (loss)/profit	13	3,556	-	3,556	(16)	646	630
(Loss)/profit for the financial year		(6,091)	(1,148)	(7,239)	357	(9,709)	(9,352)

There is no difference between the (loss)/profit before taxation and the (loss)/profit for the financial year stated above and their historical cost equivalents.

See Note 3 in the accounting policies for reference for prior year adjustments.

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BALANCE SHEET
AS AT 31 DECEMBER 2020

	Note	2020 £000	2019 £000
Fixed assets			
Intangible assets	14	8,077	9,732
Tangible assets	15	31,581	32,992
Investment in subsidiary undertakings	16	12,941	12,941
		<u>52,599</u>	<u>55,665</u>
Current assets			
Stocks	17	79,689	141,691
Debtors: Amounts falling due within one year	18	18,535	27,809
Cash at bank and in hand		15,886	4,945
		<u>114,110</u>	<u>174,445</u>
Creditors: Amounts falling due within one year	19	(147,244)	(216,206)
Net current liabilities		<u>(33,134)</u>	<u>(41,761)</u>
Total assets less current liabilities		<u>19,465</u>	<u>13,904</u>
Deferred tax	20	-	(1,503)
Provisions for liabilities	21	(2,702)	(2,399)
Net assets		<u>16,763</u>	<u>10,002</u>
Capital and reserves			
Called up share capital	22	30,000	16,000
Retained earnings		(13,237)	(5,998)
Total equity		<u>16,763</u>	<u>10,002</u>

The directors consider that the company is entitled to exemption from the requirement to have an audit under the provisions of section 479A of the Companies Act 2006 ("the Act") and the members have not required the company to obtain an audit for the year in question in accordance with section 476 of the Act.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The financial statements on pages 9 to 33 were approved and authorised for issue by the board and were signed on its behalf on 23 September 2021.

DocuSigned by:

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D Muir
 Company Director

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STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2020

	Share capital	Retained earnings	Total equity
	£000	£000	£000
At 1 January 2020	16,000	(5,998)	10,002
Comprehensive expense for the year			
Loss for the year	-	(7,239)	(7,239)
Contributions by and distributions to owners			
Shares issued during the year	14,000	-	14,000
At 31 December 2020	30,000	(13,237)	16,763

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2019

	Share capital	Retained earnings	Total equity
	£000	£000	£000
At 1 January 2019	16,000	3,354	19,354
Comprehensive expense for the year			
Loss for the year	-	(9,352)	(9,352)
At 31 December 2019	16,000	(5,998)	10,002

The notes on pages 12 to 33 form part of these financial statements.

**Jardine Automotive Limited
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

1. General information

The principal activity of Jardine Automotive Limited (the 'company') is the retail distribution of motor vehicles and related activities in the motor trade.

The company is a private company limited by shares and is incorporated in England. The address of its registered office is 770 The Crescent, Colchester Business Park, Colchester, CO4 9YQ.

2. Statement of compliance

The financial statements of Jardine Automotive Limited have been prepared in compliance with United Kingdom Accounting Standards, including Financial Reporting Standard 102, "The Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland" ("FRS 102") and the Companies Act 2006.

3. Summary of significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Basis of preparation

The financial statements are prepared on a going concern basis under the historical cost convention.

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 4.

The profit and loss account for the year 31 December 2019 has been restated. The company's turnover and cost of sales were both overstated by £20,682,000 in relation to certain internal turnover and respective cost of sales that were not eliminated. There is no impact on Gross Profit or any other lines below Gross Profit.

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**NOTES TO THE FINANCIAL STATEMENTS
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Going concern

The directors have adopted the going concern basis in preparing these financial statements after assessing the company's principal risks including those arising from COVID-19.

The group meets its day-to-day working capital requirements through a mixture of its banking facilities and manufacturer stock funding lines. The directors have assessed the wider group's ability to continue trading for the twelve months following the approval of these financial statements by preparing detailed cash flow and profit forecasts, including considering a "severe but plausible" downside scenario.

The key assumptions made in those projections are as follows:

- Following the successful roll out of the COVID-19 vaccine programme the UK economic recovery continues throughout 2021 and there are no further lockdowns post the UK Government's roadmap.
- The UK new car market continues to recover to pre-COVID-19 activity.
- The wider group does not renew the bank loans expiring in 2021 and 2022.
- The wider group continues to have access to funding provided by finance companies associated with brand partners to finance some of its used and demonstrator stocks.

Taking into account the modelling and the availability of funding the directors confirm that the wider group has adequate resources and sufficient facilities to meet funding requirements over the next twelve months and the wider group therefore continues to adopt the going concern basis in preparing its financial statements.

The company has net current liabilities of £33,134,000. The financial statements of the company have been prepared on a going concern basis as the intermediate parent company, Jardine Motors Group UK Limited, has indicated that it will provide financial support for a period of at least twelve months from the date of signing of the financial statements to enable the company to meet its liabilities as they fall due.

Exemptions for qualifying entities under FRS 102

FRS 102 allows a qualifying entity certain disclosure exemptions subject to certain conditions. The company has taken advantage of the following exemptions in its financial statements:

- from preparing a statement of cash flows, it is a wholly owned subsidiary of Lancaster Public Limited Company and it is included in the consolidated financial statements of that company, which are publicly available; and
- from disclosing the company key management personnel compensation, as required by FRS 102, paragraph 33.7.

Functional and presentation currency

The financial statements are presented in pound sterling and rounded to thousands. The company's functional and presentation currency is pound sterling.

Revenue recognition

Turnover comprises the value of sales of motor vehicles and parts, income from financing agreements and income from servicing and repairing of vehicles. Value added tax and discounts are excluded.

Turnover from the sale of goods is recognised upon transfer to a third party of economic benefits arising from the use of an asset or completion of service work. In practice this means that turnover is recognised when vehicles are invoiced and physically dispatched or when the service or repair has been undertaken.

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NOTES TO THE FINANCIAL STATEMENTS
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Rebates

Any rebates received from suppliers for achievement of set targets are recognised in the profit and loss account only when the target has been achieved and the amount of rebate payable confirmed by the supplier.

Government grants

The company recognises any Government grants, including receipts under the Coronavirus Job Retention Scheme, as they are received and only when there is reasonable assurance that the company has complied with conditions relating to the grants. Such grants are recognised in the Profit and Loss account in the periods during which, or after, the costs for which they are intended to compensate are incurred. The grants are presented in other operating income.

Exceptional items

The company classifies certain one-off charges or credits that are of a non-recurring nature and that have a material impact on the company's financial results as 'exceptional items'. These are disclosed separately to provide further understanding of the financial performance of the company.

Pensions

A defined contribution plan is a pension plan under which the company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations. The contributions are recognised as an expense when they are due. Amounts not paid are shown in accruals in the balance sheet. The assets of the plan are held separately from the company in independently administered funds.

Employee benefits

The company provides a range of benefits to employees, including annual bonus arrangements, paid holiday arrangements and defined benefit and contribution pension plans. The company also provide a car purchase and loan scheme to employees; the related vehicles are available for sale by the wider group and therefore reflected as stock.

Taxation

Current tax is the amount of corporation tax payable provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date, where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Deferred tax assets are recognised only to the extent that the directors consider that it is more likely than not that there will be suitable profits from which the future reversal of the underlying timing differences can be deducted.

Deferred tax is measured at the average tax rates that are expected to apply in the periods in which the timing differences are expected to reverse based on tax rates and laws that have been enacted or substantively enacted at the balance sheet date.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

Goodwill

Goodwill arising on acquisition, being the difference between the fair value of net assets acquired and the consideration paid, is recognised in the balance sheet as an intangible fixed asset and amortised over the directors' estimate of its useful life. As the directors expect the useful life to be greater than ten years, the company amortises goodwill over ten years as required by FRS 102.

On acquisition, goodwill is allocated to cash generating units (CGU) on a franchise basis. This is the level at which goodwill is monitored for internal purposes. On a subsequent disposal or termination of a previously acquired business, the profit or loss on disposal or termination is calculated after charging the amount of any related goodwill not written off through the profit and loss account.

Goodwill is tested annually for impairment. This is based on value-in-use calculations for each CGU to derive a recoverable amount. These calculations require the use of estimates regarding the expected future cashflows.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use. Depreciation is provided on tangible fixed assets in equal annual instalments over their expected useful economic lives as follows:

Short-term leasehold land and buildings	-	over term of lease
Plant and machinery	-	10% - 33% per annum
Computer equipment	-	20% - 33% per annum
Furniture, equipment and motor vehicles	-	10% - 33% per annum

The profit or loss on disposal of tangible fixed assets is recognised by reference to their carrying amount.

Investments in subsidiary undertakings

Investments in subsidiary undertakings are stated at cost less provision for impairment in the financial statements of the company. Provision against the underlying value of investments in subsidiaries is made where, in the opinion of the directors, there is impairment to the value of the underlying business.

Leased assets

Operating lease rentals are charged to the profit and loss account on a straight-line basis over the term of the lease.

Where assets are financed by leasing arrangements that give rights approximating to ownership (finance leases), the assets are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments payable over the term of the lease. The corresponding leasing commitments are shown as amounts payable to the lessor. Depreciation on the relevant assets is charged to profit or loss over the shorter of estimated useful economic life and the term of the lease.

Lease payments are analysed between capital and interest components so that the interest element of the payment is charged to profit or loss over the term of the lease and is calculated so that it represents a constant proportion of the balance of capital repayments outstanding. The capital part reduces the amounts payable to the lessor.

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Stock

Stock is valued at the lower of cost and net realisable value. Cost is actual purchase price, excluding value added tax. Stock includes interest-bearing consignment stock, the corresponding liabilities of which are included in creditors. The interest cost related to consignment stock is disclosed as stocking loan interest within interest payable and similar charges. Consignment stock that is non-interest bearing is not considered an asset of the company and is excluded. Net realisable value is based on estimated selling price less further costs to be incurred to completion and disposal. Provision is made where necessary for obsolete, slow moving and defective stocks.

Trade and other debtors

Trade and other debtors are recognised and measured at their original invoiced amount less provision for any uncollectable amounts. An estimate for doubtful debts is made when the collection of the full amount is no longer probable. Bad debts are written off to the profit and loss account when they are identified.

Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts, when applicable, are shown within borrowings in current liabilities.

Provisions

The company provides in full for liabilities when it has a legal or constructive obligation arising from a past event, it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated.

Financial instruments

The company has chosen to adopt Sections 11 and 12 of FRS 102 in respect of financial instruments.

Financial assets

Basic financial assets, including trade and other receivables and cash and bank balances, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Such assets are subsequently carried at amortised cost using the effective interest rate method.

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in the profit and loss account.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in the profit and loss account.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party, or (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

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Financial liabilities

Basic financial liabilities, including trade and other payables, bank loans and loans from fellow group companies, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest rate method.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new ordinary shares are shown in equity as a deduction, net of tax, from the proceeds.

Related party transactions

The company is exempt from disclosing related party transactions with entities that are part of the group as the company is a wholly owned subsidiary of Jardine Motors Group UK Limited.

4. Critical accounting judgements and estimation uncertainty

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

Exceptional items

The company classifies certain one-off charges or credits that are of a non-recurring nature as exceptional. This can involve management judgement in determining whether an item is one-off and/or non-recurring in nature.

Estimated useful lives of goodwill and other fixed assets

The company estimates the useful life of goodwill and tangible fixed assets and reviews these at each financial year end.

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Impairment of goodwill and other fixed assets

The company tests for impairment annually by applying procedures to ensure that its assets are carried at no more than their recoverable amount. The procedures require estimates and assumptions to be made.

The company is required to test whether goodwill has suffered any impairment if a trigger event occurs. As part of this testing, the recoverable amounts of cash generating units (CGU) have been estimated based on value-in-use calculations. The use of this method requires the estimation of future cashflows expected to arise from the continuing operation of the CGU and the choice of suitable discount rates in order to calculate the present value of the forecast cashflows. Allocation of goodwill into individual CGUs is determined on a franchise basis.

Stock

As stocks are carried at the lower of cost and net realisable value this requires the estimation of the eventual sales price of goods to customers in the future. A high degree of judgement is applied when estimating the impact on the carrying value of stock of factors such as obsolete, slow moving and defective stocks. The quantity, age and condition of stocks are regularly measured and assessed as part of a range of reviews and stock counts undertaken throughout the year and across the company.

Provisions

The company provides for estimated future lease costs in excess of expected sub-let rentals in respect of vacant leasehold properties where the on-going lease rentals are deemed to be onerous. The company provides for estimated un-recognised liabilities in relation to closed and disposed dealerships. All provisions are based on estimates and judgements given the best available data at the balance sheet date.

Tax estimates

The calculation of the company's total tax charge for the year necessarily involves a degree of estimation in respect of certain items whose tax treatment cannot be finally determined at the reporting date. The recognition of deferred tax assets is based upon whether it is more likely than not that sufficient and suitable taxable profits, based on the latest available profit forecasts, will be available in the future against which the reversal of timing differences can be deducted.

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5. Turnover

All turnover is derived from retail and commercial motor trade activities transacted from dealerships within the United Kingdom.

An analysis of turnover by category is as follows:

	2020	<i>Restated</i> 2019
	£000	£000
New car sales	221,986	454,986
Used car sales	259,148	491,263
Aftersales	46,883	87,403
	528,017	1,033,652

Aftersales turnover has been restated. See Note 3 in the accounting policies for prior year adjustments.

6. Operating (loss)/profit

The operating (loss)/profit is stated after charging/(crediting):

	2020	2019
	£000	£000
Management charge payable to group undertakings	3,136	4,630
Depreciation of tangible fixed assets (note 15)	3,763	5,191
Net provision provided (note 21)	1,100	411
Amortisation of goodwill (note 14)	1,655	1,691
Stocks recognised as an expense	475,206	919,204
Impairment of trade debtors (note 18)	230	283
Operating lease charges - land and buildings	1,058	2,328
Operating lease charges - plant and machinery	18	1,487
Government grants received (other operating income)	(5,128)	-

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7. Exceptional items

	2020	2019
	£000	£000
Exceptional restructure costs	1,093	-
Loss on disposals/closure of dealerships (note 25)	1,530	6,067
	2,623	6,067

The exceptional restructure costs are in relation to the costs of redundancy following the wider group's restructure exercise in August 2020.

The loss on disposal/closure of dealerships is in regards to the sale of Volkswagen and Lexus dealerships and the closure of a Harley-Davidson dealership, a trade parts centre and a used car site as disclosed in note 25.

8. Employees

Staff costs were as follows:

	2020	2019
	£000	£000
Wages and salaries	34,648	58,571
Social security costs	3,657	6,572
Other pension costs (note 27)	829	1,248
	39,134	66,391

The average monthly number of employees, including the directors, during the year was as follows:

	2020	2019
	£000	£000
Sales	330	532
Aftersales	546	834
Administration	161	271
	1,037	1,637

9. Directors

No emoluments or fees were paid to directors during the year (2019: £nil) in respect of their services to the company. The costs of the key management personnel are borne by Jardine Motors Group UK Limited and disclosed in the financial statements of Jardine Motors Group UK Limited.

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10. Income from investments

	2020	2019
	£000	£000
Income from subsidiary undertakings	3,100	-

11. Interest receivable and similar income

	2020	2019
	£000	£000
Bank interest receivable	470	395

12. Interest payable and similar charges

	2020	2019
	£000	£000
Stocking loan interest	673	1,618
Unwinding of discount in provisions (note 21)	85	156
	758	1,774

13. Taxation

	2020	2019
	£000	£000
Current tax:		
UK corporation tax at 19.00% (2019 - 19.00%)	(151)	(471)
Adjustments in respect of prior years	58	(289)
Total current tax	(93)	(760)
Deferred tax:		
Accelerated capital allowances	(197)	(56)
Other short term temporary differences	58	56
Intangible fixed assets	(159)	(173)
Tax losses	(2,903)	-
Adjustment in respect of prior years	(262)	303
Total deferred tax (note 20)	(3,463)	130
Taxation on loss	(3,556)	(630)

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13. Taxation (continued)

Reconciliation of tax credit

The tax assessed for the year is lower than *(2019 - higher than)* the standard rate of corporation tax in the UK of 19% (2019 - 19%). The differences are explained below:

	2020	2019
	£000	£000
Loss before tax	(10,795)	(9,982)
Loss before tax multiplied by standard rate of corporation tax in the UK of 19.00% (2019 - 19.00%)	(2,051)	(1,897)
Effects of:		
Adjustment to taxable profit - group recharges	(865)	(865)
Expenses not deductible for tax purposes	255	434
Items relating to disposal of dealerships not deductible for tax purposes	-	1,616
Net temporary differences: effects of changes in tax rates	(102)	68
Non-taxable items	(589)	-
Adjustment in respect of prior years	(204)	14
Total tax credit for the year	(3,556)	(630)

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14. Intangible assets

	Goodwill £000
Cost	
At 1 January 2020	16,654
At 31 December 2020	16,654
Amortisation	
At 1 January 2020	6,922
Charge for the year	1,655
At 31 December 2020	8,577
Net book value	
At 31 December 2020	8,077
<i>At 31 December 2019</i>	<i>9,732</i>

As the directors expect the useful life of the goodwill to be greater than ten years, the company amortises goodwill over ten years.

The company has tested each of the company's cash generating units (CGU) carrying value of goodwill for impairment by reference to projected discounted cash flows on a value-in-use basis. The value-in-use calculations are based on five-year projections with a terminal value at the end of year five into perpetuity with growth rates of either 0% or 2%. The key assumptions used for these forecasts are volumes, gross margins and costs (relating to revenues and cash flow generation). The five-year forecast growth rates are based on historic trading together with future expectations for each CGU franchise revenue growth. The pre-tax discount rates applied to the cash flow forecasts are derived from the wider group's post-tax weighted average cost of capital. The assumptions used in the calculation of the wider group's weighted average cost of capital are benchmarked to externally available data. The pre-tax discount rate used in performing the value in use calculations in 2020 was 7.2% (2019: 8.5%). The same discount rate has been applied to all CGUs.

The aggregate value-in-use exceeds the carrying value. One CGU is particularly sensitive to changes in assumptions. The average return on sales in the model is 1.5%, a reduction of 0.6% return on sales would cause an impairment.

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15. Tangible fixed assets

	Short-term leasehold property £000	Plant and machinery £000	Furniture, equipment and motor vehicles £000	Computer equipment £000	Total £000
Cost					
At 1 January 2020	27,953	6,687	11,813	2,245	48,698
Additions	907	217	1,251	1,467	3,842
Transfers intra group	(111)	230	-	(17)	102
Disposals	(1,729)	(694)	(1,535)	(664)	(4,622)
Transfers between classes	-	1,002	(1,022)	20	-
At 31 December 2020	27,020	7,442	10,507	3,051	48,020
Depreciation					
At 1 January 2020	4,827	4,157	5,023	1,699	15,706
Charge for the year	1,773	451	1,156	383	3,763
Transfers intra group	(48)	101	-	(14)	39
Disposals	(1,097)	(369)	(958)	(645)	(3,069)
Transfers between classes	-	(373)	353	20	-
At 31 December 2020	5,455	3,967	5,574	1,443	16,439
Net book value					
At 31 December 2020	21,565	3,475	4,933	1,608	31,581
<i>At 31 December 2019</i>	<i>23,126</i>	<i>2,530</i>	<i>6,790</i>	<i>546</i>	<i>32,992</i>

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16. Investment in subsidiary undertakings

	£000
Cost and net book amount	
At 1 January 2020	12,941
At 31 December 2020	12,941
<i>At 31 December 2019</i>	<i>12,941</i>

Subsidiary undertakings

The subsidiary undertakings of the company at 31 December 2020 were:

Name	Class	Principal activity
Abridge Loughton TPS Limited	100% Ordinary Shares	Wholesale trade parts centre
Wayside Trade Parts Limited	100% Ordinary Shares	Wholesale trade parts centre
Carrs (Holdings) Limited	100% Ordinary Shares	Property owning company
Spencers Limited	100% Ordinary Shares	Dormant

Abridge Loughton TPS Limited, Wayside Trade Parts Limited, Carrs (Holdings) Limited and Spencers Limited are wholly owned.

All subsidiary undertakings are wholly owned, have a registered address of 770 The Crescent, Colchester Business Park, Colchester, Essex, CO4 9YQ and operate in England and Wales.

The company also owns 8% of the share capital of JMG LP which is wholly owned by Jardine Motors Group UK Limited.

In the opinion of the directors, the value of the investments is not less than their carrying value.

Consolidated financial statements have not been prepared because the company is a wholly owned subsidiary of Lancaster Public Limited Company, a company registered in England, for which consolidated financial statements have been prepared.

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17. Stock

	2020	2019
	£000	£000
Consignment vehicles	6,223	9,357
Motor vehicles	69,978	129,455
Parts and other stocks	3,488	2,879
	<u>79,689</u>	<u>141,691</u>

Stock held on consignment includes interest-bearing stock, some of which has a corresponding liability included in trade creditors. Vehicles adopted out of consignment stock are generally invoiced at the price ruling at the date of adoption.

There is no significant difference between the replacement cost of the stock and its carrying amount.

18. Debtors

	2020	2019
	£000	£000
Due within one year		
Trade debtors	7,982	12,397
Other debtors (including corporation tax)	7,330	10,767
Prepayments and accrued income	1,263	4,645
Deferred tax asset (note 20)	1,960	-
	<u>18,535</u>	<u>27,809</u>

Trade debtors are stated after provisions for impairment of £230,000 (2019: £283,000).

Included in other debtors is a corporation tax asset of £93,000 (2019: £471,000).

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19. Creditors: Amounts falling due within one year

	2020	2019
	£000	£000
Trade creditors	49,178	117,532
Amounts owed to group undertakings	86,976	81,611
Other taxation and social security	463	1,453
Other creditors	6,613	10,778
Accruals and deferred income	4,014	4,832
	147,244	216,206

The amounts owed to group undertakings are unsecured, interest free, have no fixed repayment terms and are repayable on demand.

The company utilises funding provided by finance companies associated with its brand partners to finance some of its vehicle stocks. All funding is secured against the respective vehicles. The amounts are repaid upon sale of the related vehicles or generally within 90 days. The facilities are uncommitted and subject to FHBR based interest rates. The interest charged is disclosed within interest payable and similar charges as stocking loan interest (note 12).

At 31 December 2020, the amount of stock funded through the finance companies was £27,302,000 (2019: £34,519,000) and is disclosed within trade creditors.

20. Deferred taxation

	2020	2019
	£000	£000
(Liability)/asset		
At beginning of year	(1,503)	(1,373)
Credited/(charged) to the profit or loss (note 13)	3,463	(130)
At end of year	1,960	(1,503)

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20. Deferred taxation (continued)

The deferred taxation asset/(liability) is made up as follows:

	2020	2019
	£000	£000
Accelerated capital allowances	443	(16)
Intangible fixed assets	(1,075)	(1,234)
Tax losses	2,903	-
Other short term timing differences	(311)	(253)
	1,960	(1,503)

Tax losses relating to the current year of £15.3 million giving rise to a deferred tax asset of £2,903,000 have been recognised. The directors consider that it is more likely than not that there will be suitable profits from which the future reversal of the underlying timing difference can be deducted.

The Finance Act 2016 had included legislation to reduce the main rate of UK corporation tax to 19% from 1 April 2017 and to 17% from 1 April 2020. However, legislation has been enacted during the current financial year to repeal the reduction of the main corporation tax rate thereby maintaining the current rate of corporation tax at 19%. Temporary differences have therefore been remeasured using 19% and a charge of £177,000 for the rate change impact from remeasuring opening temporary differences has been recognised in the company's accounts for the financial year ending 31 December 2020.

On 3 March 2021, the UK Government further announced its intention to increase the UK corporation tax rate from 19% to 25% from 1 April 2023 which was substantively enacted on 24th May 2021. If this change had been substantively enacted by 31 December 2020, the company would have expected to recognise a credit of £619,000.

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21. Provisions for liabilities

	Onerous lease costs £000	Closure provisions £000	Total £000
At 1 January 2020	1,699	700	2,399
Provided in year	295	805	1,100
Unwinding of discount in provisions (note 12)	85	-	85
Utilised in year	(310)	(572)	(882)
At 31 December 2020	1,769	933	2,702

Onerous lease costs

The onerous lease costs provision was established to provide for all the future estimated costs which will be payable up to, and including, the date of termination of the leases and was discounted at the average cost of capital of the wider group.

Closure provisions

Closure provisions have been provided in respect of businesses sold or closed in respect of any residual costs that may arise. These are expected to be utilised over the next twenty-four months.

22. Share capital

	2020 £000	2019 £000
Allotted, called up and fully paid		
120,000,000 (2019 - 64,000,000) ordinary shares of £0.25 each	30,000	16,000

During the year, the immediate parent undertaking injected £14,000,000 for 56,000,000 newly issued ordinary shares of £0.25 each.

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23. Financial instruments

	2020	2019
	£000	£000
Financial assets that are debt instruments measured at amortised cost:		
Trade debtors	7,982	12,397
Other debtors (excluding corporation tax)	7,237	10,296
	15,219	22,693
Financial liabilities measured at amortised cost:		
Trade creditors	(49,178)	(117,532)
Amounts owed to group undertakings	(86,976)	(81,611)
Accruals and deferred income	(4,014)	(4,832)
Other creditors	(6,613)	(10,778)
	(146,781)	(214,753)

24. Related party transactions

The company is exempt from disclosing related party transactions with entities that are part of the group as the company is a wholly owned subsidiary of Jardine Motors Group UK Limited, who prepare consolidated financial statements.

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25. Discontinued operations and disposals

On 31 January 2020, the company closed a trade parts centre and a used car centre both operating from shared premises in Erdington.

On 10 July 2020, the company completed the sale of the trade and assets of a Volkswagen dealership in Aylesbury.

On 30 September 2020, the company closed its Harley-Davidson dealership in Thurrock, Essex.

On 20 November 2020, the company sold the trade and assets of its Lexus dealership in Newcastle-Upon-Tyne.

The losses on disposal/closure and the net assets at disposal were as follows:

	Volkswagen £000	Lexus £000	Total £000
Tangible fixed assets	569	6	575
Stocks	1,333	1,028	2,361
Creditors	18	(76)	(58)
Net assets disposed	1,920	958	2,878
Cash consideration	2,945	958	3,903
Closure and disposal costs	(701)	(130)	(831)
Profit/(loss) on disposal of dealerships	324	(130)	194
Closure costs in relation to Harley-Davidson, Trade Parts and Used Car Centre			(1,724)
Exceptional loss on disposal/closure of dealerships (note 7)			(1,530)

During the year the disposed Volkswagen dealership contributed £11,068,000 to turnover and a loss of £536,000 to loss before tax.

During the year the disposed Lexus dealership contributed £8,712,000 to turnover and a loss of £175,000 to loss before tax.

During the year the closed Harley-Davidson dealership contributed £1,050,000 to turnover and a loss of £321,000 to loss before tax.

During the year the closed Trade Parts Centre and Used Car Centre in Erdington contributed £695,000 to turnover and a loss of £116,000 to loss before tax.

All of the above disposed/closed dealerships have been separately disclosed in discontinued operations.

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26. Commitments under operating leases

	Land and buildings	Other	<i>Land and buildings</i>	<i>Other</i>
	2020	2020	<i>2019</i>	<i>2019</i>
	£000	£000	<i>£000</i>	<i>£000</i>
Within one year	938	18	<i>1,058</i>	<i>55</i>
Within two to five years	3,704	35	<i>3,754</i>	<i>170</i>
After five years	2,751	-	<i>3,641</i>	<i>118</i>
	7,393	53	<i>8,453</i>	<i>343</i>

The majority of leases of land and buildings are subject to rent reviews at intervals of five years.

27. Pension schemes

The ultimate United Kingdom parent undertaking, Jardine Motors Group UK Limited, operates one principal scheme, which is in part defined benefit and in part defined contribution, and one principal defined contribution pension scheme that the company participates in. The principal scheme closed to future accrual on 1 December 2009, at which point all remaining members were able to join the defined contribution scheme.

During the year the company has made no contributions (2019: £nil) to the defined benefit scheme and £829,000 (2019: £1,248,000) to the defined contribution scheme.

28. Contingent liabilities

The company is subject to cross guarantees covering overdrafts in Jardine Motors Group UK Limited and fellow subsidiaries. These overdrafts amounted to £nil at 31 December 2020 (2019: £nil).

29. Post balance sheet events

Since the year-end, the wider group has continued to operate under the UK Government regulations covering the on-going COVID-19 pandemic. On 6 January 2021, the UK entered its third national lockdown. The wider group was unable to open its showrooms during the lockdown and re-opened on 12 April 2021, in line with the Government's roadmap. During this period the wider group was able to continue trading through its on-line sales channels and also continued to service customers through its aftersales operations.

The wider group remains committed to ensuring the highest levels of COVID-19 safe dealerships for both its colleagues and customers with rigid rules and regulations in place at all its dealerships.

As a result of the wider group's resolute response to the COVID-19 pandemic and the re-structure during 2020, continued investment in digital sales platforms and appropriate utilisation of available Government support the wider group was able to return to profitability in the first half of 2021 and remains confident of meeting its own internal budgets for the year.

On 30th July 2021, the company sold the trade and assets of its remaining Toyota dealerships in Sunderland and Durham to Decidebloom Limited for net goodwill of £1.5m.

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30. Ultimate parent undertaking

The immediate parent undertaking is Lancaster Public Limited Company.

The ultimate parent undertaking and controlling party is Jardine Matheson Holdings Limited, a company incorporated in Bermuda.

Jardine Matheson Holdings Limited is the parent undertaking of the largest group of undertakings to consolidate these financial statements.

Lancaster Public Limited Company is the parent undertaking of the smallest group of undertakings to consolidate these financial statements.

The consolidated financial statements of Lancaster Public Limited Company and Jardine Matheson Holdings Limited can be obtained from the address below:

M Finch
Jardine Motors Group UK Limited
770 The Crescent
Colchester Business Park
Colchester
CO4 9YQ